

**MARICOPA COUNTY ENVIRONMENTAL SERVICES DEPARTMENT  
1999-2000 OPERATIONAL PLAN  
AND  
1999 - 2003 STRATEGIC PLAN**

**VISION STATEMENT**

The Maricopa County Environmental Services will provide essential, regional environmental services seeking excellence in the most fiscally responsible manner.

**MISSION STATEMENT**

To protect and improve quality of life through responsive and effective environmental management.

**Strategic Issue 1 - Business Planning**

To cover all program costs and forecast environmental services

**GOAL 1. REFINE FIVE-YEAR BUSINESS PLAN OUT TO 2006**

Objective A: Have in place an integrated Department-wide business plan compatible with the County business plan.

- Determine and report the Department's financial and organizational status, including programs selected for competitive analysis by August 30, 1999.
- Assemble plan elements, reach consensus and finalize the plan by November 29, 1999.
- Integrate existing 5-year plan with the developing county 5-year plan.
- Review existing performance measures so they align with current Maricopa County planning policy.
- Annual review of fee schedule for Department.
- Allocate funding for a new special projects position by fiscal year 2001 budget.

**Strategic Issue 2 - Work Force Management**

To ensure a productive work force

**GOAL 1 - WORK LOAD ANALYSIS**

Objective A: By June 30, 2000, refine accurate productivity rating systems for each Division's programs.

- Evaluate the current productivity rate for each Division's programs.
- Evaluate & improve productivity for each Division's programs.
- Determine from the productivity rating system an optimal number of relative work units or a reasonable workload for each staff position.
- Examine growth trends to anticipate future staffing needs prior to the budget process.
- Continue process improvement efforts in each Division.

Objective B: From January 2000 through June 30, 2003, implement the Business Plan's staffing requirements and maintain an annual productivity rate supported by quality assurance measures and continuous work process optimization.

Objective C: Develop a report benchmarking department vision by using intern services by January 1, 2000.

## GOAL 2. JOB SATISFACTION

Objective A: Implement and accomplish 85% of the 1999 department-wide action plan including division-specific plans by June 30, 2000.

Objective B: Incorporate (through training, communication, accountability and management practices) 100% of the 1996 and 1998 job satisfaction improvements by June 30, 2000.

Objective C: Maintain or improve the number of employees indicating satisfaction (5.0 or greater per the current scoring system) 15% over the established baseline from the 1997 Job Satisfaction Survey by December 31, 2001 through June 30, 2003.

## GOAL 3. SUPERVISOR TRAINING

Objective A: By June 30, 2000, accomplish the following tasks:

- Maintain established database for tracking supervisory training.
- Ensure that all division managers and supervisors, who conduct performance evaluations, receive a minimum of 16 hours per year of management training.
- Identify supervisors who are appropriate for Management Institute training.

## GOAL 4. EMPLOYEE TRAINING:

Objective A: By June 30, 2000, accomplish the following tasks:

- Continue to identify appropriate training and frequency of training for employees in accordance with the individual's work plan.

- Provide training for all new investigators regarding Department licensing and enforcement policies.
- Maintain established database for tracking training of employees.
- Identify employees who are appropriate for training in specialized skills including cross training with other Department programs.
- Provide pertinent training as determined by the Department training manager. (e.g. Haz. Communications, ethics training, defensive driving.)

Objective B: Implement Employee Orientation Program by December 31, 1999.

- First ½ day employee orientation to be conducted by Sept. 31, 1999.

## GOAL 5. EMOTIONAL COMMITMENT

Objective A: In addition to all other workforce management goals and objectives, the Department will continue to develop team spirit and cultivate leadership through the year 2000:

- Communicate “big picture” plans to employees through semi-annual Department-wide meetings.
- Celebrate and recognize positive events with our employees through an annual Department-wide meeting and visible display of achievements.
- Seek outside recognition for our services and programs.
- Encourage employee involvement in social events, social responsibility, and other important areas of working life including United Way, Blood drive, Earth Day, Fresh Air Science Fair etc.
- Communicate news items internally via e-mail when they may appear in the external news media.

## GOAL 6. SAFETY

Objective A: Provide quarterly Department safety committee meetings to promote a safe work environment through June 30, 2000.

Objective B: Provide annual safety training to Department personnel while maintaining a safety training database by June 30, 2000.

Objective C: Maintain current listing of available training classes and safety videos for employee viewing by June 30, 2000.

Objective D: Complete an annual safety training report documenting Department fiscal year training accomplishments by June 30, 2000.

Objective E: Conduct an annual safety audit of Department employees determining present hazards in the workplace according to 29 CFR 1910.132(d), OSHA Hazard Assessment by June 30, 2000.

Objective F: Display safety status statistics in graphical format by June 30, 2000. (e.g. Loss of time, car accident rate etc.)

### **Strategic Issue 3: Technological Capacity Development**

To ensure modern cost effective public administration

#### **GOAL 1. ENHANCE COMMUNICATION WITH PUBLIC**

Objective A: By June 30, 2000, introduce two additional Department data sets via the existing interactive application using a WWW browser.

Objective B: By December 31, 2000, allow the public to use the web site to “view” electronic public data collected by the Department. Allow the public to define the content, scope of retrieved data and present it in a format attractive to users.

Objective C: By June 30, 2000, conduct a feasibility study with appropriate downtown Departments (Finance) to determine the potential of allowing the public to process applications, submit requests for inspections, submit fees, via the internet.

Objective D: By June 30, 2000, inform and educate customers through enhanced newsletters, web site links, enforcement and news releases.

#### **GOAL 2. EXPAND EMS DEPARTMENT-WIDE**

Objective A: By June 30, 2000, complete program area Environmental Management System (EMS) expansions to include all major Department functions.

Objective B: By December 31, 2000, track all revenue transactions in EMS and provide reports in electronic format to facilitate fiscal planning, adjusting fee schedules and audits.

Objective C: By December 31, 2000, establish data links with the following other Maricopa County servers to provide Department personnel with timely access to data and to streamline data exchange.

- One-Stop-Shop Permits
- Human Resources information
- Tax Assessors
- Maricopa County Dept. of Transportation

Objective D: By June 30, 2001, expand coordination with municipalities to identify information of common interest that can assist in streamlining processes and services.

Objective E: By June 30, 2003, respond to changes occurring in Department responsibilities, regulations and technology by making necessary modifications to EMS functionality.

### **GOAL 3. DEVELOP DEPARTMENT-WIDE GIS CAPABILITIES**

Objective A: By June 30, 2000, accomplish the following activities:

- Coordinate with County Assessor's Office Parcels GIS Roundtable regarding conventions for property-related data.
- Determine feasibility of collecting property-related data within the context of existing department operations. Pilot by Dec. 31, 2000.
- Where feasible, make any necessary modifications to procedures and/or system applications to collect or convert data into standard County format.

Objective B: By June 30, 2001, prepare Department GIS datasets for publication through such vehicles as the Department's Web Site and the County Assessor's Virtual Centralized GIS.

Objective C: By June 30, 2003, develop the capability to routinely publish Department GIS datasets and make information available to other agencies and public.

## **Strategic Issue 4 - Customer perception**

To improve our credibility and enhance our Department's image

### **GOAL 1: CUSTOMER SERVICE SURVEYS**

Objective A: By June 30, 2000, re-evaluate customer service goals and revise as necessary.

Objective B: By June 30, 2000, each division will submit external customer survey results to Department Director to assist with Department Service Delivery improvements.

### **GOAL 2. EDUCATE THE CUSTOMER (PUBLIC)**

Objective A: By June 30, 2000, provide a clean swimming pool class to the general public; complete PM10 video, food safety internet use video, repair and retrofit program video; and produce a Department overview video tape to air on Channel 11.

### GOAL 3. PARTNER WITH ORGANIZATIONS & EDUCATIONAL INSTITUTIONS & CITIES

Objective A: Establish common ground in the health and environmental collaboration groups by June 30, 2000.

### **Strategic Issue 5 - Service Delivery**

To provide mandated environmental services

### GOAL 1: PROVIDE FOOD SAFETY AND GENERAL ENVIRONMENTAL HEALTH SERVICES

Objective A: By June 30, 2000, ensure that the Department reports on delegated authorities and services required by the delegation agreement with the Arizona Department of Health Services and continues to enforce the Maricopa County Environmental Health Code.

Objective B: By December 31, 2000, complete a feasibility study regarding acquisition of new grants from the U.S. Food and Drug Administration.

Objective C: By June 30, 2000, negotiate a new delegation agreement with the Arizona Department of Health Services.

Objective D: By December 31, 1999, adopt an ordinance for Senate bill 1161 Public Health Nuisance Lien Authority.

Objective E: By June 30, 2000, coordinate with cities and other governmental agencies to abate unsanitary conditions in Maricopa County.

### GOAL 2. PROVIDE WATER AND WASTEWATER SERVICES

Objective A: By June 30, 2000, ensure that the Department reports on delegated authorities and services required by the delegation agreement with the Arizona Department of Environmental Quality and continues to enforce the Maricopa County Environmental Health Code.

Objective B: By June 30, 2000, negotiate a new delegation agreement with the Arizona Department of Environmental Quality.

Objective C: By June 30, 2001 negotiate an addition to the delegation agreement with ADEQ to include Aquifer Protection Permit.

### GOAL 3. PROVIDE VECTOR CONTROL AND SOLID WASTE SERVICES

Objective A: By June 30, 2000, ensure that the Department reports on delegated authorities and services required by the delegation agreement with the

Arizona Department of Environmental Quality and continues to enforce the Maricopa County Environmental Health Code.

Objective B: By June 30, 2000, negotiate a new delegation agreement with the Arizona Department of Environmental Quality.

Objective C: By June 30, 2000, negotiate an expansion of the responsibilities in the solid waste program with ADEQ.

#### GOAL 4. PROVIDE AIR QUALITY CONTROL SERVICES

Objective A: By June 30, 2000, ensure that the Department reports on delegated authorities and services required by the delegation agreements with the Arizona Department of Environmental Quality and U. S. Environmental Protection Agency and continue to enforce the Maricopa County Air Pollution Control Regulations.

Objective B: By June 30, 2000, negotiate a new delegation agreement with the Arizona Department of Environmental Quality.

### **Strategic Issue 6 – Legislative Issues**

To provide a participatory role in the development of and a proactive approach on issues that may impact Department programs and services.

#### GOAL 1. RECOMMEND STATUTORY CHANGES TO THE BOARD OF SUPERVISORS AS NECESSARY

Objective A: By August 31, 1999, submit legislative recommendations to Maricopa County Government Relations Office.

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